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September 25, 1953

## **Functions of the Administrative Staff, SR Division**

### **Budget and Finance Section**

1. Performs in general the functions of office of the Comptroller in lesser degree for the Division.
2. Administers in general the major functions of budget, finance, travel, and fiscal accounting activities for the Division.
3. Responsible for effective working relationships in BF affairs with SR case officers branch chiefs, and BF officers in DD/A and DD/P divisions and staffs.
4. Handles requests for travel and prepares travel orders for staff personnel including SR cover liaison, home leave request, advances of funds, TCA requests, and coordination outside the Division.
5. Handles preparation and submission of all budget estimates for Division and executes all approved budgets in coordination with appropriate officials of DD/A and DD/P. Assists case officers with financial annexes to projects and project budgets.
6. Administers allotment control for all vouchered and unvouchered funds, domestic and foreign, for administrative and operational programs. Coordinates related activities of obligation reporting and expense reconciliation.
7. Maintains necessary accounting records and prepares reports for personal accounts, project accounts, obligation summaries, expense reports, adjustments, etc.
8. Reviews all financial documents for approving officer for legality, appropriate form, technical accounting, compliance with regulations, and consistency with approved operations.
9. Reviews all station accountings submitted to Approving Officer for reasonable costs, consistency with approved operations, and compliance with regulations.
10. Provides staff technical guidance to all components of Division for operational support in budget, finance, accounting, and travel activities.
11. Assumes implied responsibility for direct action, regardless of formal responsibility, whenever other Division or Agency components cannot provide timely support in BF activities.

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12. Handles waivers, appeals, write-offs, special claims, re-claims, surveys, inspections, audits, suspensions, and disallowances for Division in HF matters.

13. Coordinates Administrative Plans with case officers, Project Administrative Planning Staff, and other components of Agency and approves plans for the Division.

14. Processes agent status reports and maintains necessary records and liaison on their contracts and payments.

15. Originates all administrative cables and dispatches for Division on HF matters. Coordinates on all operational cables and dispatches for HF aspects.

16. Originates improvements in HF procedure for approval of higher echelon.

17. Reviews all draft regulations in HF procedure for the Division.

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27 July 1953

MEMORANDUM TO: Chief, Finance Division  
ATTENTION : Payroll Section, Accounts Branch  
FROM : Chief, SR Administration  
SUBJECT : SR Division Payrolls

1. It is the policy of SR Division to carry all staff personnel on station slots. The Division's budgetary request for fiscal year 1954 is so presented. The two tabulations below represent staff employees and staff agents currently being paid out of project funds, and it is requested that they be transferred as indicated, retroactive to 1 July 1953. These transfers do not constitute changes in employment.

STAFF EMPLOYEES

From 3435-53-006 to 4-3403-55-015

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STAFF AGENTS

From 3410-53-035 to 4-3410-55-007

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From 3410-53-040 to 4-3410-55-007

25X1A

From 3485-53-001 to 4-3485-55-006

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2. Two contract employees, [redacted] are carried on Staff Payrolls under allotment account 4-3420-53-002. Please transfer them to the contract payroll.

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3. A sizeable number of SR staff personnel overseas are being paid out of Host Division funds. A more accurate picture of SR expenditures will be available to this office if such payroll charges are reflected against SR allotments. The following tabulation represents the desired changes.

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## MEMORANDUM

DATE \_\_\_\_\_

TO : Chief, Admin, SR  
 FROM : Chief, \_\_\_\_\_ Branch/Staff  
 SUBJECT : Request for Travel Orders

1. I request processing be started for \_\_\_\_\_ of this Branch/Staff.

His grade/rank is \_\_\_\_\_ Official Station \_\_\_\_\_  
 Serial No. \_\_\_\_\_ Service (if Military) \_\_\_\_\_  
 Ext. \_\_\_\_\_

a. The traveler will visit your office to discuss details \_\_\_\_\_  
 b. Traveler is not available. Assigned to represent him is:  
 Name \_\_\_\_\_ Location \_\_\_\_\_ Extension \_\_\_\_\_

2. Itinerary (including delay stops, vicinity travel, non-direct routes, number of trips, irregular order of stops, etc.)

- a. Special Provisions: Travel Advance \$ \_\_\_\_\_ Per Diem, Rate of \_\_\_\_\_ Entertainment allowances \$ \_\_\_\_\_ (not to exceed \$ \_\_\_\_\_ per trip). Operational Advance \$ \_\_\_\_\_ (not to exceed \$ \_\_\_\_\_ per trip). If PCS, the following is to be shipped:  
 Auto \_\_\_\_\_ Household goods \_\_\_\_\_ Personal effects \_\_\_\_\_  
 (at address: \_\_\_\_\_) (or station \_\_\_\_\_).
- b. Project to be charged for funds \_\_\_\_\_
- c. Purpose of travel (specific but secure. This work sheet does not leave SR.) \_\_\_\_\_
- d. New personnel is to be contacted: Yes \_\_\_\_\_ No \_\_\_\_\_. If answer is yes, the following coordination has been made for approval:  
 Contact Division \_\_\_\_\_ Personnel Procurement \_\_\_\_\_ I&S \_\_\_\_\_
- e. Dates of travel: To begin \_\_\_\_\_ to end \_\_\_\_\_ (approx)
- f. Mode of travel: (Requested \_\_\_\_\_ Preferred \_\_\_\_\_)  
 Underline the following: Military Air, Commercial Air, Common Carrier, Private Auto, Gov't. Auto, Quasi-Personnel. If private auto @ .07 cents per mile is requested, give reason for extra rate \_\_\_\_\_
- g. Dependents to travel: (PCS)  
 Wife \_\_\_\_\_ Children (Names and ages) \_\_\_\_\_  
 Other Dependents \_\_\_\_\_
- h. Attachments \_\_\_\_\_
- i. References: Cables \_\_\_\_\_ Pouches \_\_\_\_\_ Other \_\_\_\_\_
- j. Approval needed:  
 C/PI \_\_\_\_\_ MPD \_\_\_\_\_ DD/P \_\_\_\_\_ DAR \_\_\_\_\_ (Check.)

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Personnel Action Cleared \_\_\_\_\_

Estimate of Total Cost \$ \_\_\_\_\_ (for Admin use only).

Cover arrangements should be made with the SR Cover Officer, Room 1512 J.

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30 April 1953


SR DIVISION NOTICE

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**SUBJECT:** Retroactive Approvals and Authorizations

**REFERENCE:**  Dated 10 April 1953, "Clandestine Services Travel Procedures"

1. The reference notice carried an amendment to travel procedures issued 20 February 1953. Your attention is directed to Paragraph 3. b (2) (b). "Retroactive approval of travel performed at personal expense will be granted only when it can be demonstrated that an unanticipated situation of extreme urgency prevented the obtaining of prior authorization." Your attention is also directed to Paragraph 3. e (1) (c) having to do with temporary duty travel in which the last sentence states "This emergency authorization will be the personal responsibility of the Area Division Chief."

2. Retroactive authorization of travel is rarely justified. As in the exercise of most special authority, it is usually a reflection of bad planning and poor staff work. With the increasing emphasis being placed by the Director upon the proper and adequate expenditure and control of unvouchered funds, it is even more important that everyone avoid the need for resorting to such irregular practices.

3. Although the reference notice is addressed only to the problem of travel, the same issue is involved in retroactive approval of salary commitments to agents, delayed accountings for advances, and commitments or expenditures by persons not authorized to make such commitments or expenditures. The Administrative Staff of SR Division is prepared and willing to give every assistance and expeditious treatment to any travel or financial problem of the operating branches. In most instances a prompt call upon this Staff for assistance will obviate the need for later laborious or detailed explanation or justification.

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Chief, SR/Administrative Staff

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18 May 1953

SR DIVISION NOTICE

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**SUBJECT: Approval and Funding of Fiscal Year 1954 Operations**

1. DD/P, Administration, is formulating a single Clandestine Services procedure for submission, review, and approval of FI, [ ] projects. The Comptroller, CIA, is undertaking to standardize allotment procedures for all Clandestine Services projects, and one feature of this standardization will be the placement of all FI projects on a fiscal rather than calendar year basis, as is now the case with [ ] projects. This move will be made to conform with law and Bureau of the Budget regulations. In the near future we can expect a single project procedure to emerge which will be in line with the new operational programming procedure.

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2. Pending advent of the new procedure, the following will govern approval and funding of SR operations for fiscal year 1954:

a) A consolidation of SR operational program will be submitted shortly to the Senior Staffs and the DD/P Board for consideration. This program would specify all FI, [ ] requirements and request approval and funds to carry out these operations during the year. The program will be considered by the DD/P Review Board and submitted to DCI for approval sometime in June.

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b) Approval of the program will constitute automatic renewal of all continuing [ ] projects and [ ] and [ ] portions of joint projects. First quarter allotments of fiscal year 1954 funds to these projects will then be contingent only upon Congressional action on CIA's fiscal year 1954 budget.

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c) FI projects will be resubmitted individually for FI staff review before final approval and funding. SR will submit [ ] project outlines during fiscal year 1954 only to begin new projects, to change the fundamental objectives of continuing projects, or to obtain release of funds included in the program on a contingency basis.

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a) If the program is not approved by the DCI before 1 July and Congress has appropriated fiscal year 1954 funds to CIA, the Comptroller will make first quarter allotments to continuing [ ] projects on the basis of fiscal year 1954 program requests and current project needs. No continuing project will be suspended for lack of funds while its renewal is pending.

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[ ]  
Chief, SR/Administrative Staff

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22 May 1953

SR DIVISION NOTICE

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[REDACTED]

SUBJECT: Supervision of Projects and Accountability

1. Reference is made to the memorandum dated 15 April 1953 from the Director to the Deputy Director (Plans) on the subject: "Supervision of Projects and Accountability." A copy of the subject memorandum was circulated through SR Division during the first week in May and called attention to the fact that responsibility for approval of expenditures should not stop with the Director's signature on a PRC recommendation and also that the responsibility did not reside with the individual case officer.
2. The signature of an approving officer on a voucher is presumed to be evidence of his determination that the action involved is legal and proper. Many such vouchers are by their very nature either self-supporting or supported by documentation in the form of ticket stubs, receipts, and so forth, or by existing contracts providing for a fixed pattern of payments. There are, however, a large number of such vouchers which are totally unsupported by anything more than the signature of a case officer. These include such things as cash payments for purchase of confidential information, reimbursement for travel of agent personnel unsupported by travel orders or contract stipulations, entertainment of agents or prospective agents, and so forth.
3. In order that I may properly discharge my responsibility in approving such documents, it is requested that henceforth all such vouchers submitted by case officers be concurred in by the branch or staff chief concerned. Such concurrence shall be evidenced by a statement over the signature of the branch or staff chief to the effect that the action was necessary and appropriate to the operation concerned and that documentary support is on file in the branch or staff concerned. This will be notification to the approving officer that the determination has been made that the meeting, entertainment, information purchase, or whatever, was a proper operational incident and was done at the direction of or with the subsequent approval of the branch or staff chief. In the absence of such determination, it would reasonably be incumbent upon the approving officer to determine that the action was a proper one. Such an intrusion of administration into operational questions would violate the fundamental relationship which has long existed between operations and administration. I am sure that such an intrusion would be unacceptable to the operator concerned and certainly it is not desired by me.

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[REDACTED]

Chief, SR/Administrative Staff

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31 August 1953

## SR DIVISION NOTICE



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## SUBJECT: Allotment Procedure

1. The Budget Division of CIA has changed its procedure for allocation of funds for this current fiscal year. Funds for SR Division have been allotted directly to Chief, SR. Under Chief, SR is personally responsible for preventing over-obligation. The Chief, Budget & Finance Section is directly responsible for allotment control as the agent for C/SR.

2. Effective immediately, the following internal procedure shall be followed for allotment control of new and renewing projects:

- a. After preparation by case officer and prior to release by Branch chief, each project will be submitted to Chief, SR Administrative Staff, Room 2516 J, for budgetary analysis and logistical coordination. Projects which do not show clearance by C/SR/Admin will not be passed by C/SR.
- b. After project approval by final authority (C/PI, DD/P, FRC, or DCI as appropriate), SR Budget & Finance Section will issue allotments every three months to headquarters and the field in accord with .

3. The Budget & Finance Section also will issue quarterly allotments to Headquarters and Field for (1) Projects which receive their authority through the USSR country operational Program for FY 1954 and (2) FI Projects operating under a previously granted authority.

4. In case of increased need for operational funds, the case officer will obtain a project amendment for greater authorization. Increased allotments will then be made within project approval and available funds.

5. Under this new procedure, Chief, SR officially is responsible for reporting of all obligations. Case officers will notify the Budget & Finance Section of all commitments of funds which are not supported by documentation, and will route all financial documents to the Budget and Finance Section.

6. The C/SR/Admin shall be provided with copies of all projects, current and planned. Sterile copies are acceptable for projects.

Chief, SR Administrative Staff

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